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CMS 1169-0108

17 NOV 1969

69-5221

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Career Training Program

1. Attached for your review and retention is a "proposal" on the Agency's Career Training Program developed by OTR in concert with the representatives from DDS&T, DDP, DDI and DDS. It is presumed that this proposal will be considered at a forthcoming meeting of the Deputy Directors.

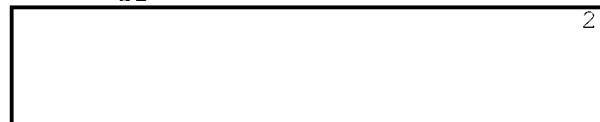
2. The proposal includes the basic decisions reached at the meeting of the Deputy Directors in July 1969, specifically; that the CT Program be continued, but that the number of trainees selected annually for the program be considerably reduced; that there be no fixed ratio between the internal or external candidates; and that the candidates selected be promising "generalists" as opposed to selected "specialists."

3. Representation by the different Agency Directorates in the management of the program was considered to be an important requirement. This is embodied in Paragraph II of the attachment.

4. There was considerable discussion on the grade level at time of selection and subsequent promotions. Considerable latitude is maintained therefore, as it pertains to the grade of the candidates being considered. Depending on the individual's qualifications, candidates may be selected at either the GS-09, 10 or 11 levels. Recognizing the difficulty of placement, we were understandably reluctant to be definitive on promotions beyond the GS-12 level. Nevertheless, the policy, as established, is quite firmly worded.

5. The proposal provided considerable flexibility in training assignments, once basic training is completed. This is particularly true in the advanced training phase, but also possible during interim experience assignments.

6. Your comments on this proposal would be appreciated.



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Chief, Career Management &
Training Staff, OC

Attachment:

The Career Training Program - A Proposal

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12 November 1969

The Career Training Program - A Proposal

I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than 50 candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement, and not supplant, the Agency's direct hiring of professional specialists.

II. Management

Responsibility for the selection, training, initial placement, and early career development of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from, and consults with, the Executive Director-Comptroller and the several Deputy Directors. The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and assigning junior careerists. Such assignments should be of a rotational nature.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity;

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evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. They become eligible for a second promotion approximately one year from date of the first, again subject to satisfactory performance.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will apply to that group so long as it is on the current roster of the Program. It is essential that promotion policy for Career Trainees be observed uniformly throughout the Agency.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U.S. in world affairs and its international activities; the purpose

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and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. This cycle is presently twelve weeks long but may be modified as developments make appropriate. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with officials in operating components, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with the trainee's projected supervisor to acquaint him with the trainee's background and to fix upon a planned use of him allowing for some degree of responsible work and providing a basis for evaluation of his performance. Success in this depends upon the degree to which supervisors accept the responsibility to ensure meaningful and challenging experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

With findings in mind from the trainees' basic training and interim assignment performances, a determination is made by the Career Training Staff, in consultation with the trainee, about the most appropriate

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career projection (Directorate) for each trainee. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case.

B. Advanced Training

1. Advanced training is designed to develop and improve skills for application in clandestine operations; intelligence collation, analysis and production; support functions; or other pertinent types of work. Agency training courses given as part of the Program at this stage of development range in duration from six weeks to six months depending on the type of preparation required.

2. The principal ingredient of this phase is enrollment of the trainee in one or more of the advanced courses, as appropriate; Operations Course I (and possibly II), Intelligence Production, or Support Services. Effort is made to enroll the trainee, whenever practicable, in advanced course work at such time as he will be able to apply the training as soon as possible after completion. In cases where the trainee does not receive such training during the period of his formal enrollment in the Program, it becomes the responsibility of the operating component to which he is assigned to arrange such training at the appropriate time.

3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e.g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed sufficient training to satisfy requirements for his being assigned, a representative of the Staff confers with officials of an appropriate Career Service or operating component to determine the particular assignment which would best match the trainee's qualifications with the component's need for junior officers.

2. An essential element in the effective implementation of a proper assignment for the trainee is personal consultation between the Staff representative and the projected supervisor. The Career Training Staff

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representative is charged, first, with providing pertinent information and discussing the trainee's evaluative records with the supervisor, and second, with devising together with the supervisor a two- or three-year use and development plan for the trainee, including where feasible additional internal and external training.

3. In some instances, advanced training will take place prior to the trainee's being assigned, and in other instances it may be deferred to a more appropriate time.

D. Monitoring the Assignment

1. The trainee normally remains in Career Trainee status during the first year of his initial assignment. During this time both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about his effectiveness and his suitability for career development in the parent component. Adjustments can be made as dictated by circumstances and after discussions with interested officials. These adjustments include modification of assignment, remedial training, reassignment within the component or elsewhere in the Agency, or separation from the Agency.

2. If by the end of one year there is mutual satisfaction with the assignment and the proposed development of the trainee, he is transferred from the Career Training Program into a regular Career Service for further development as a professional officer.

3. Thereafter, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as other students, to assess the validity of its training programs.

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